

ROUTING AND TRANSMITTAL SLIP		Date
		11 Aug 81
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DD/FBIS	<i>v</i>	8/12
2. D/FBIS	<i>j</i>	
3.		
4. <i>Registry (File)</i>		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

See   comment attached. The so-called "April Fool's Day coup" was something of a showcase event, demonstrating when and how FBIS can uniquely perform a function no other service can even touch. The bureau performed excellently, but it is expected to perform well and the coup, though hectic, lasted only three days. Since January other bureaus have handled the release of the hostages from Iran, the Polish crisis, the continuing Salvador-Nicaragua conflict, the Israeli election and the bombings of the Iraqi reactor and the PLO Hqs. in Beirut. The April coup was the big event in an otherwise unremarkable coverage year and Bangkok has alluded to it so often that one may be excused if one begins to suspect a certain amount of self-promotion.

-over-

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
C/Ops	Phone No.

5041-102

OPTIONAL FORM 44 (Rev. 7-76)  
Prescribed by GSA  
FPMR (41 CFR) 101-11.206

STAT

I agree with [ ] is trying for a morale booster--and 19 awards would be quite a boost! I incline towards a unit citation for the bureau. Either that or ask Bob to winnow this down to the half dozen most deserving. }

STAT

how  
about  
both?  
they  
do  
have a  
morale  
problem.  
m

## ROUTING AND TRANSMITTAL SLIP

Date

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. C/Ops	<i>jm</i>	11/8
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

I agree this incident has been overplayed. The bureau did a good job, but the April coup attempt is not comparable to previous situations where personnel were in physical danger; Saigon, Nicosia, etc. I suspect that [ ] is trying to use the incident and request for awards to in part compensate for "the obvious lowering of morale" resulting from last fall's position reclassification. The problem is that such awards were not designed to do that. Moreover, many of his justifications are very thin indeed; e.g., I do not see how the CSP could approve a Certificate of Merit for a teletypist for punching 14,000 words in three days (7,000 words a day is a very average performance for a teletypist; [ ] has punched well over 30,000 words a day in crisis situations); nor could we justify a similar award to a section chief "for coordinating manpower needs with other unit chiefs." That is his job. I believe

(over)

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA

FPMR (41 CFR) 101-11.6

STAT

STAT

decided to include everyone in the awards so that none will feel slighted. But I think he certainly should have been more selective in order to meet established criteria for such awards. I would suggest that we ask him to either do this or to drop the matter completely. Alternatively, the bureau could be given an award for its performance. That would avoid the problem of individual awards.

*EM*  
EM

STAT

N.S. Awards

MBK-0021

29 July 1981

MEMORANDUM FOR: Director, FBIS

FROM : Chief, Bangkok Bureau

SUBJECT : Endorsement of Award Recommendations for Bangkok  
Bureau Nonstaff Employees

1. I am pleased to forward the attached recommendations by Deputy [ ] for various awards in recognition of the outstanding performances by 19 Bangkok Bureau nonstaff employees during the 1 April 1981 coup attempt in Thailand. This covering memo in a brief way carries my strong concurrence in each recommendation. [ ] has thoroughly reviewed the Bureau's performance during that hectic week and I am convinced that his review objectively encompasses the recommendations and observations of other supervisors within the Bureau and the editors, who perhaps were in the best position to observe the coordinated bureau effort.

STAT

STAT

2. [ ] proposes three Certificates of Distinction Awards, with a \$400 emolument, for extraordinary performance by [ ] and, with \$300 emoluments, [ ] and 16 Certificate of Merit Awards, with emoluments of \$200 and \$100 for superior performances by other bureau monitors, associate editors, teletypists and technicians. As was the case with [ ] I personally was able to observe closely the performances of these employees and thus can vouch for their exceptional response to what was a brief but extremely demanding crisis.

STAT

STAT

STAT

STAT

3. Although [ ] makes no mention of it in his memorandum, one intangible element of performance during this period was almost as encouraging to him and me as was the actual work done. I'm referring to the selfless devotion to duty and the initiative displayed by the nonstaff employees at a time when there is a very obvious lowering of morale resulting from last fall's position reclassification by the Department of State. Each proposed award recipient was downgraded, some by two and three grades. We had wondered what impact such a demoralizing decision would have during times of crisis. It did not take long to find out, as evidenced by the attached recommendations.

STAT

[ ]

STAT

Chief  
FBIS Bangkok Bureau

WRS:eep

MEMORANDUM FOR: Director, FBIS

23 July 1981

FROM : Deputy Chief, FBIS Bangkok Bureau

SUBJECT : Recommendation for Certificate of Distinction and  
Certificate of Merit Awards--Bangkok Bureau Nonstaff  
Employees, 1 April 1981 Coup Attempt

1. I hereby recommend the below-named nonstaff employees of FBIS Bangkok Bureau for FBIS Certificate of Merit and Certificate of Distinction Awards, plus cash emoluments, in recognition of their superior performance and dedication under both physically and emotionally demanding and potentially dangerous conditions during the 1-3 April 1981 coup d'etat attempt in Thailand and post-coup developments.

2. Based on my observations during the coup while helping to man the editorial desk as well as from the performance of my duties as GS-14 deputy bureau chief and operations officer, in addition to recommendations received from the senior editor for South and Southeast Asia--the employees' firstline supervisor--I am convinced these awards are truly justified.

3. Radio stations have traditionally played important, sometimes critical roles in power struggles in Third World countries. This was true recently in Thailand where the 1-3 April coup attempt, appropriately labeled by the local press as the "radio war," proved to be a contest between rival military factions for control of the airwaves. Although the potential for violence was ever-present, not a shot was fired throughout the affair. Instead, the opposing factions jockeyed for support until it became clear that the rebels had become isolated as the country, via the radio, rallied behind Gen Prem Tinsulanon's government. FBIS was thus in a unique position to provide consumers not only with fast and accurate translations of a variety of statements, reports and comments, but also a continuous flow of technical information on radio behavior which proved invaluable in assessing the relative strengths and weaknesses of the contending parties.

4. This "radio war" put tremendous pressure on all employees as operations continued without letup for 91 consecutive hours involving over 100 hours of claimed overtime. Six flash and 190 operational immediate messages totaling 52,000 words, not to mention the innumerable routine and priority items, were filed over the 3-day period. In addition, over 100 radios and television stations in the Bangkok metropolitan area and Thai provinces were continuously being checked to determine which of the three forces--government, rebel or independents--were gaining or losing support. The monitors were particularly busy as each faction had its own separate radio network. Open-speaker watches on the three networks forced the bureau to enlist the assistance of Thai-language monitors from the Cambodian, Lao and Vietnamese sections.

- 2 -

5. The very heavy physical and mental demands of this workload were considerably exacerbated by the emotional stress experienced by all employees due to the uncertainties generated by events, fears of personal and family safety and the potential for violence. Nonetheless, the response of all bureau employees during this period, particularly those named below, evidenced a high degree of professionalism and dedication which served to bring credit to themselves, Bangkok Bureau and FBIS, as testified to by the statements of appreciation and congratulations received by the bureau from FBIS Headquarters and local U.S. Embassy consumers.

6. In recognition of this exceptional effort which taxed the physical and mental endurance of bureau employees, I recommend the following employees for FBIS Certificate of Distinction and Certificate of Merit Awards and cash emoluments as specified:

CERTIFICATE OF DISTINCTION WITH CASH EMOLUMENT OF \$400

1. Cruising monitor [ ] for extraordinary performance in working an average of 17 hours a day for 3 days to provide continuous flow of information on the behaviour of over 100 radios and television stations to monitors and editors; compiling some 29 detailed radio behavior reports for wirefiling to Headquarters and lateral consumers; and providing continuous support to [ ] boardmen concerning frequencies, reception conditions and deviations in broadcasting patterns so that appropriate stations could be fed to the monitors. [ ] dedication to duty and invaluable contribution provided the essential ingredient without which an understanding of changing coup developments would have been extremely difficult for bureau personnel and consumers alike.

STAT

STAT

STAT

CERTIFICATE OF DISTINCTION WITH CASH EMOLUMENT OF \$300

1. Thai monitor [ ] for outstanding initiative and dedication to duty. As the bureau's most experienced Thai monitor, [ ] was notified early on 1 April that there were strong rumors of a coup. She immediately began recording Thai radio at home prior to coming in to the office. Arriving at the bureau at 0500 local, it was discovered that she had the only recording of the coup announcement, which was immediately processed and flashed to Headquarters. For the next 3 days, she worked 10-12 hour shifts handling urgent items and coordinating the workload of Thai monitors and other monitors who had been called in to help from other units. Working some 11 hours overtime, [ ] played a vital role in guiding the work of the monitors in preventing duplication and allowing for orderly and quick processing.

STAT  
STAT

STAT

2. Thai monitor [ ] for sustained outstanding performance and dedication to duty. The least experienced of the Thai monitors, [ ] showed great poise and maturity in handling numerous high precedence items, maintaining speaker watches and alerting editors to significant developments. Upon hearing reports of the coup, [ ] reported for work at 0700 the morning of the coup, giving up his scheduled day off and planned vacation trip to Chiang Mai. On the first day of the coup, he worked 23 hours straight, from 0700 to 0600 the next morning. During the 3-day coup, [ ] worked 44 hours, logging some 17 hours overtime.

STAT  
STAT

STAT

STAT

- 3 -

## CERTIFICATE OF MERIT WITH CASH EMOLUMENT OF \$200

1. Assistant bureau engineer [ ] for superior performance and dedication to duty. As one of the first to arrive at the bureau in the early morning hours of 1 April, [ ] demonstrated great initiative and flexibility in coordinating staffing of the Communications Unit and the Bang Ping receiver site. [ ] assisted in punching copy until sufficient teletypist staffing could be arranged. Over the next 2 days, scheduled days off, he worked as a boardman at Bang Ping to facilitate round-the-clock operations while continuing to perform his duties as assistant bureau engineer. STAT  
STAT  
STAT
2. Communications Unit supervisor [ ] for sustained superior performance in coordinating teletypist scheduling to meet fast changing coverage requirements and assisting in teletyping many high precedence items while at the same time maintaining overall supervision of the unit. Working 10 hours the day of the coup, [ ] was called back to work that evening on midnight shift. Throughout the coup period, [ ] demonstrated a flexibility and willingness to work whenever needed to fill staffing gaps. STAT  
STAT  
STAT
3. Teletypist shift supervisor [ ] for sustained superior performance and dedication in teletyping over a 3-day period 6 flash and 79 operational immediate items totaling 22,200 words with great speed and accuracy, accumulating in the process some 10 hours of overtime in addition to working midnight shift 2 of the 3 days of the coup. STAT
4. Senior associate editor [ ] for sustained superior performance and dedication. [ ] played a vital role in helping to edit a large volume of high precedence material, coordinating coverage among the cruiser, monitors, editors and boardmen, and assisting in the preparation and wirefiling of over 29 radio behavior reports. His initiative and ability to work independently proved invaluable throughout this hectic period, in particular his ability to give technical cruising data political significance meaningful to editors, monitors and, ultimately, consumers. STAT  
STAT
5. Thai-Lao monitor [ ] for superior performance in assisting the Thai section in translating a large volume of high precedence items, maintaining speaker watches on Thai radios and coordinating monitorial assignments while at the same time covering his regularly scheduled Lao programs. Working shifts of 10-12 hours, [ ] logged some 8 hours of overtime in contributing to the bureau effort. STAT  
STAT
6. Thai-Lao monitor [ ] for superior performance in assisting the Thai section in processing many urgent items and maintaining speaker watches while covering his own programs. [ ] worked double shifts for two consecutive nights, logging 14 hours of overtime. His untiring efforts and accuracy and speed of translation were of inestimable value in coping with the crisis. STAT  
STAT



- 4 -

7. Thai monitor [ ] for superior performance and dedication STAT  
in coming in from outside Bangkok on his 2 days off to work 10-12 hour evening  
and midnight shifts, compiling some 23 hours of overtime.

CERTIFICATE OF MERIT WITH CASH EMOLUMENT OF \$100

1. Vietnamese monitor [ ] for commendable performance STAT  
in assisting the Thai section in crisis coverage by giving up his scheduled  
day off to work 10 hours overtime maintaining speaker watches and helping  
to clear the backlog of Hanoi Thai programs that had accumulated during the  
coup. Although only recently completing his monitorial training and given  
the fact that for him Thai is a little-used, second language, Santi's  
assistance proved invaluable to the hard-pressed Thai monitors.

2. Cambodian monitor [ ] who, although not feeling STAT  
well and quite occupied with her regular heavy load of Cambodian programs  
and processing, assisted the Thai section by helping to man speaker watches  
and process items, thereby contributing to the overall bureau effort.

3. Teletype operator [ ] who, despite ill health, worked STAT  
long shifts, accumulating 6 hours of overtime in 3 days, to punch a large  
volume of traffic with a higher degree of accuracy and speed, including 60  
operational immediate items totaling 15,300 words.

4. Teletype operator [ ] who with speed and accuracy STAT  
punched some 56 operational messages totaling 14,300 words in a 3-day period.  
Manee also rendered invaluable assistance in expertly handling communications  
problems in order to maintain bureau circuits during the coup.

5. Radio operations assistants [ ] STAT  
and [ ] who worked double shifts to provide 24-hour staffing at STAT  
the Bang Ping receiver site. [ ] worked extremely hard STAT  
to handle the large number of programs to be fed and recorded, while assist-  
ing the cruising effort in utilizing and supplementing the information supplied  
by the cruising monitor in order to supply monitors with the best possible  
reception of the appropriate radio stations at the proper time.

6. Electronic technician [ ] for initiative and dedica- STAT  
tion. [ ] assumed the duties of cruising monitor during the latter's STAT  
rest periods to help Bang Ping boardmen cruise out Thai radio stations. He  
also recorded radio and television programs as necessary, putting forth a  
tremendous effort outside his normal range of duties in order to assist and  
support the monitors and editors. In addition, he continued to provide the  
best possible technical support.

7. Southeast Asia unit chief [ ] who, in addition to STAT  
fulfilling his normal coverage and processing requirements, arranged  
overall staffing for crisis coverage and coordinated manpower needs  
with other unit chiefs and the editors. [ ] imaginative approach STAT

- 5 -

to manpower requirements, diligence in anticipating all contingencies and planning accordingly and his dedication to duty in making himself available whenever and wherever needed greatly contributed to the successful bureau effort in handling the coup.



Deputy Chief  
FBIS/Bangkok Bureau

STAT

SJW:eeep